



Juvenile Justice
Attorney General & Justice

Detainee Behaviour Intervention Framework

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Introduction by the Director General

The Detainee Behaviour Intervention Framework is the culmination of an extensive review of the agency's policy, procedures and practices in relation to the management of detainee behaviour in custody.

As part of this process two external reviews were also commissioned by the agency, they included Incentive Schemes in Juvenile Justice Centres and a review of Use of Force procedures.

In order to develop the framework the Behaviour Project Steering Committee has undertaken a comprehensive consultation process with staff from all juvenile justice centres, Public Service Association (PSA) and key stakeholders in central office and juvenile justice community services.

The framework aims to provide a context for staff in relation to "risk based decision making" for the management of detainee behaviour which prioritises the safety of staff. The new procedures provide a framework for staff to respond to both pro-social and inappropriate behaviour of detainees.

Staff are the crucial element in providing detainees with opportunities for behavioural change through role modelling, developing professional relationships and setting boundaries. The success of any behavioural change lies with the talent, professionalism and integrity of our staff.

I would like to take this opportunity to especially thank The Behaviour Project Steering Committee. Their commitment and hard work on this project has enabled the delivery of this policy and related procedures.

Peter Muir
Chief Executive
Juvenile Justice

1 About this Policy

Purpose

The purpose of this policy is to provide staff working in custodial environments with a framework for the effective management of detainee behaviour. The procedures within this framework will allow staff to implement appropriate interventions to reduce a detainee's risk of re-offending.

Legal context

The Detainee Behaviour Intervention Policy is underpinned by the following legislation:

- *Children (Detention Centres) Act 1987*
- *Children (Detention Centres) Regulation 2005*
- *Occupational Health and Safety Act 2000*
- *Occupational Health and Safety Regulation 2001*

Relevant Policies and Procedures

The following agency policies and procedures provide specific directions on the implementation of effective interventions with detainees:

Policies

- Case Management Policy
- Community/Custodial Services Intervention Framework
- Australasian Standards for juvenile Justice Centres
- Client Protection Policy
- Client Complaints Policy
- Framework for Programming
- Girls & Young Women Policy for Managing in Centres Other than Juniperina JJC
- Objective Classification Policy
- Self-Harm Policy

Procedures

- Case Management
- Incentive Scheme
- Use of Force
- Use of Instruments of Restraints
- Use of Protective Equipment
- Use of Protective Equipment for Self Harm.
- Detainee Management Plans
- Separation
- Segregation
- Misbehaviour
- Other procedures outlined in the JJC Procedures Manual

2. Common Terms

Common terms in this policy are:

- **Criminogenic needs** – individual needs that contribute to a detainee’s risk of offending.
- **Detainee Behaviour Intervention Framework** – The framework underpins the Juvenile Justice Centres approach to operating in safety and managing detainee behaviour in custodial environments.
- **Intelligence information** – is information gathered through Arunta monitoring, staff observations, S&I unit, requests for monitoring, random & target urinalysis.
- **Interventions** – are usually programs (Juvenile Justice, Department of Education and Communities (DEC) or Justice Health Forensic and Mental Health Network (JHFMHN), referral for services, counselling services that are identified through assessment and outlined in a detainee’s intervention plan that assists in reducing the detainee’s risk of re-offending.
- **Positive Reinforcement** – providing direct feedback to a detainee when he or she demonstrates appropriate and socially acceptable behaviour.
- **Pro-social Modelling** - is based on a few key principles (outlined in Community/Custody Services Intervention Framework) and is assumed that staff modelling behaviour can influence changes in detainee behaviour.
- **Risk based decision-making** – is a decision making process that is supported by gathering all relevant information and making an informed decision based on available information.
- **What works** – is referred to as a body of knowledge that is informed by extensive international research that outlines what is effective and non effective interventions in reducing re-offending (Community/Custody Services Intervention Framework)

3. Principles of the Framework

- Principle One:** The agency is committed to maintaining a safe and secure environment for all staff, detainees and visitors in Juvenile Justice Centres.
- Principle Two:** Staff are assisted and supported to develop their knowledge, skills and understanding of the risks associated with unacceptable behaviour.
- Principle Three:** Case management principles and practices underpin all interventions and strategies with detainees in custody.
- Principle Four:** Positive relationships between staff and detainees that focus on pro-social modelling and positive reinforcement is the most effective methods of managing and developing detainees during their period of custody.
- Principle Five:** All interventions with detainees utilise pro-active strategies informed by policy, procedures, assessment and review, and risk-based decision making.
- Principle Six:** The use of physical interventions, instruments of restraint and protective equipment is a reactive intervention which results from a sound assessment of the circumstances. Its use must comply with relevant legislative requirements and no more force than is reasonably necessary should be used.
- Principle Seven:** All work with detainees in custody must be consistent with effective practice principles aimed to reducing re-offending behaviour upon return to the community.
- Principle Eight:** Staff take into account the abilities, developmental needs, mental health/health, educational level and criminogenic needs of detainees when interacting with detainees.

4. Aims of the Framework

The aims of this policy are to:

1. Enhance the knowledge and skills of staff to safely and effectively manage detainee behaviour in custody.
2. Ensure staff make informed decisions when intervening with detainee behaviour through observation, intelligence gathering, assessment of needs and based on risk based decision making principles
3. Staff promote and provide an environment where detainees are encouraged to take responsibility for their own behaviour.
4. Ensure behaviour strategies, techniques and interventions commence with the identification of individual detainee needs and are supported through planned provision of services and programs.
5. Ensure the use of intelligence information is acted upon and incorporated into day-day operations to reduce risks of harm to staff and detainees.
6. Ensure staff are able to manage incidents effectively. Risk based decision making is essential for effective and safe management in centres

5. Risk Based Decision Making

Risk based decision making is a process that enables the selection of the pathway of least risk – in this case, least health and safety risk. In other words, to take the course of action that prevents injury or illness.

Staff use risk based decision making when:

- Moving between proactive, active and reactive modes of operation;
- Confronted with real and dynamic situations
- Making a decision that is not easily covered by operational procedures; and
- Assessing the appropriate type of interaction.

When making a risk based decision, the following steps should be followed:

1. Assess the scenario you are presented with by gathering all the facts;
2. Determine the range of consequences that may occur depending on your actions;
3. Determine the hazards associated with each choice;
4. Make decisions and take actions that achieve the pathway of least risk.
5. If the situation is likely to escalate quickly, the decision should be made quickly/immediately. If time permits analyse the range of options available, before a decision is made.

6. Types of Interventions

The framework has three overarching areas and provides strategies and guidelines for staff to reduce the risks associated with detainee behaviour in custody.

1) Proactive Interventions (Green Zone)

The utilisation of proactive strategies and interventions will assist staff in reducing the level of incidents involving detainees. Operating in the Proactive zone reduces the likelihood of:

- Breaches of security and/or procedures;
- An incident is occurring and;
- The risks of injury/illness to staff and detainees.

Procedures and guidelines that intervene or contribute to a safe work environment and are consistent with best practice.

2) Active Interventions (Orange Zone)

Active strategies and interventions:

- Recognise that some situations will lead to an increased risk to the safety of staff and detainees and the security of a Juvenile Justice Centre.
- Interventions are designed to de-escalate situations in order to prevent incidents from occurring.
- Interventions are designed to support, enhance and develop staff skills in areas that contribute to staff and detainee relationships and reduce safety and security risks to staff, detainees and the centre. Some examples of active intervention guidelines include negotiation and conflict resolution techniques and risk based decision making.

3) Reactive Intervention (Red Zone)

Reactive strategies and interventions are designed to assist staff manage and respond to situations when a risk based decision has been made or is deemed as necessary:

- Where harm has occurred to staff or detainees, safety or security has been threatened or breached.
- Procedures are considered to be last resort options or as a necessary response to a situation or event. Procedures in this section of the framework are use of force and Behaviour Management Plans.

The framework's foundation is based on the following processes:

- Each detainee is comprehensively assessed by staff (e.g. security classification, health & psychological).
- Consultation occurs with stakeholders to ensure informed decisions are made about service provision to detainees.
- The use of intelligence information is utilised to reduce risk of harm to detainees and staff, and that good order is maintained in Juvenile Justice Centres.
- Staff have opportunities to participate in supervision and debriefing processes which support and promote staff competencies.

7. Characteristics of detainees

When working with detainees in custody it is important that staff have an understanding of the issues and associated factors that contribute to detainee's behaviour in custody and their offending. Having an understanding of detainee characteristics enables staff to target their interventions for individual detainees more effectively and base them on identified criminogenic needs.

The social characteristics of young people detained in custody include:

- Neglectful, abusive or difficult family relationships
- Criminogenic family background
- History of dependence on alcohol and other drugs;
- Negative peer relationships and influences;
- Lack of participation in education, training and employment opportunities;
- Low level of income or poverty;
- Disadvantaged housing
- Homelessness

These characteristics are compounded by further individual personality characteristics such as:

- Lack of motivation,
- Inter-personal anxiety and or depression,
- Poor social skills and inadequate problem solving skills
- Poor verbal skills and low verbal intelligence

Staff should also note the "In Custody Health Survey" indicates the characteristics of young offenders who present with very complex needs and high levels of disabilities for example:

- 88% reported symptoms consistent with a mild, moderate or severe psychiatric disorder;
- 30% reported symptoms consistent with Attention Deficit Hyperactivity Disorder;
- 21% reported symptoms consistent with schizophrenia;
- 10-13% were assessed as having an intellectual disability;

- 8% of young men and 12% of young women reported having attempted suicide in the previous 12 months.

8. Staff Knowledge and Skills

It is the responsibility of the agency to ensure through supervision and training staff acquire these skills, but it is also the responsibility of individual staff members to develop their knowledge and skills in the following areas:

Knowledge:

- Case management principles and procedures
- Incentive Scheme
- JJC Procedures Operations Manual
- Risk based decision making
- Legislation
- Programs and activities

Skills:

- Ability to reflect on their own behaviour and responses that may or may not have contributed to a situation or incident.
- Accurately document observed behaviour
- Provide proactive supervision techniques
- Pro-social modelling
- Motivational techniques
- Negotiation and conflict resolution
- Clear communication that reflects the ability and developmental characteristics of individual detainees
- Maintain consistent boundaries with all detainees.
- Appropriate and effective use of reactive procedures and use of force
- Appropriate and effective use of instruments of restraint and protective equipment.

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